

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE INSTRUCTION 36-2831

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Personnel

**THE COMMANDER-IN-CHIEF'S (CINC'S)
ANNUAL AWARD FOR INSTALLATION
EXCELLENCE**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This Instruction implements AFD 36-28, *Awards and Decorations Programs* and AFI 36-2805, *Special Trophies and Awards*. It explains how the Air Force nominates and selects recipients for the CINC's Annual Award for Installation Excellence, consisting of the following categories: CINC's Installation Excellence Award and the CINC's Special Recognition Award. This publication applies to all major commands (MAJCOM), active duty and federal civilian Air Force (AF) personnel, Air National Guard (ANG), and Air Force Reserve (AFR) traditional and/or full time members. This publication may be supplemented at any level, but all direct Supplements must be routed to the office of primary responsibility (OPR) of this publication for coordination prior to certification approval. The authorities to waive wing/unit level requirement in this publication are identified with a Tier ("T0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. Refer recommended changes and questions about this publication to the OPR using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System (AFRIMS). The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This document has been completely revised and should be reviewed thoroughly prior to any award submission.

Chapter 1

RESPONSIBILITIES

1.1. HQ USAF DCS/Logistics, Engineering & Force Protection (AF/A4)

1.1.1. Forms the Installation Excellence Review Committee (IERC), the Functional Expert Working Group (FEWG), and the Installation Excellence Selection Board (IESB).

1.1.2. Maintains contact with the Office of the Deputy Under Secretary of Defense for Installations and Environment (ODUSD (I&E)) regarding program administration and awards.

1.1.3. Prepares the AF announcement of award winners to coincide with the ODUSD (I&E) public announcement of Service winners, and provides results to the MAJCOM/CC when authority is granted.

1.1.4. HQ USAF Directorate of Civil Engineers (AF/A4C), Awards Program Manager

1.1.4.1. Facilitates and carries out all AF/A4 and AF/A4C responsibilities.

1.1.4.2. Ensures the award selection process conforms to the AFI's requirements and supplemental ODUSD (I&E) guidance.

1.1.4.3. Supports the FEWG, IERC, and IESB during the selection process for both the Installation Excellence and Special Recognition awards.

1.1.4.4. Coordinates travel, lodging, and other activities for the IESB members during site visits.

1.1.4.5. Distributes CINC's Special Recognition for Installation Excellence certificates to the winning installation commander for presentation.

1.1.4.6. Prepares memorandums announcing program kickoff, installation finalists, IESB team selection, rules of engagement, and Air Force award winners.

1.1.4.7. Establishes program milestones.

1.1.4.8. Collects all submission packages from the MAJCOMs.

1.1.4.9. Assists FEWG/IERC Chair(s) during the scoring process.

1.1.4.10. Assists the IERC in recommending IESB membership to AF/A4.

1.1.4.11. Requests funding for IESB travel.

1.1.4.12. Coordinates AF and OSD CINC awards ceremonies, as required.

1.1.4.13. Collects and submits all OSD nomination package requirements for the winning installation in accordance with DoDI 1005.16.

1.1.5. The Functional Expert Working Group (FEWG). The FEWG evaluates the Installation Excellence submission packages from each MAJCOM. The ranking member should Chair the group and work closely with the AF/A4C Awards Program Manager throughout the scoring process. Members should only rate their area of expertise and the section titled "Other Activities." If a specific function is not mentioned, the AF/A4C Awards Program

Manager and FEWG Chair are to assess an average score for the package. The Chair should collect the scores, list them in ranking order, and prepare a decision brief with recommendations for the IERC. One action officer from each of the following offices should be assigned to the FEWG:

- 1.1.5.1. Force Development (AF/A1D)
- 1.1.5.2. Operations & Readiness (AF/A3O)
- 1.1.5.3. Logistics (AF/A4L)
- 1.1.5.4. Facilities (AF/A4CF)
- 1.1.5.5. Security Forces (AF/A4S)
- 1.1.5.6. Contracting (SAF/AQC)
- 1.1.5.7. Energy & Environmental (AF/A4CE)
- 1.1.5.8. Executive Services, Communications, and Workforce Development (SAF/FME)
- 1.1.5.9. Public Affairs (SAF/PA)
- 1.1.5.10. Safety (AF/SE)
- 1.1.5.11. Services (AF/A1S)
- 1.1.5.12. Surgeon General (AF/SG)

1.1.6. The Installation Excellence Review Committee (IERC). The IERC receives the FEWG decision brief, reviews recommendations, and selects two finalists for the Installation Excellence Award. The IERC should also discuss and recommend three Installation Excellence Selection Board (IESB) members and one alternate to propose to the IESB Chair. The IERC consists of the AF/A4C-2 as Chair and a Colonel (or civilian equivalent) from each of the following offices:

- 1.1.6.1. DCS/Strategic Plans and Requirements (AF/A5/8)
- 1.1.6.2. DCS/Manpower, Personnel, and Services (AF/A1)
- 1.1.6.3. DCS/Logistics, Engineering and Force Protection (AF/A4)
- 1.1.6.4. DCS/Operations (AF/A3)
- 1.1.6.5. Chief of Air Force Reserve (AF/RE)

1.1.7. The Installation Excellence Selection Board (IESB). The IESB visits the finalists and selects the Installation Excellence and Special Recognition winner(s). The IESB consists of a general officer from one of the HAF/A4 Directorates who should serve as Chair of the IESB, three wing commanders, and one NAF or wing command chief. The wing commanders and NAF or wing command chief should be selected from MAJCOMs that do not have an installation competing as a finalist for the current award year.

1.2. Major Commands (MAJCOMs). MAJCOMs may nominate one installation to compete in the Installation Excellence category and up to 30 individuals, organizations, teams, units, offices, projects, programs, and major installation events for the special recognition category if the base is chosen as a finalist. Commanders should sign a cover letter to certify each installation nominee warrants recognition and has met the criteria, and nominate one wing commander and one NAF or wing command chief to participate on the IESB.

1.3. Installation Commanders. Installation Commanders may nominate their base for the Installation Excellence Award. The submission is to be sent to the MAJCOM to be graded against other nominations.

1.4. Squadron Commanders. If the installation is selected as a finalist, Squadron Commanders may submit individuals, organizations, teams, units, offices, projects, programs, and major installation event nominations through their Installation Commander to the MAJCOM for Special Recognition consideration.

Chapter 2

NOMINATION AND SELECTION PROCEDURES

2.1. Award Description. In 1985, the President of the United States established the CINC's Annual Award for Installation Excellence to recognize the outstanding efforts of the people who operate and maintain Department of Defense installations and who have done the best with their resources to support the mission. The award encourages commanders to create an environment that promotes innovative and creative ways of enhancing base-level services, facilities, and quality-of-life.

2.2. Award Eligibility. The competitive period is the 12-month fiscal year (October 1 through September 30) preceding the year in which the award is presented (e.g., the 2016 award is presented in May of 2016, based on performance in fiscal year 2015). The previous year's Installation Excellence Award winner cannot compete for the current award year. The AF presents the award in two categories:

2.2.1. Installation Excellence Award. All major and minor installations are eligible. All units, including tenants attached to the installation, compete together as part of the host installation.

2.2.2. Special Recognition Award. All individuals, organizations, teams, units, offices, projects, programs, and major installation events assigned to the finalist installations may submit nomination packages.

2.3. Award Criteria.

2.3.1. Installation Excellence Award. Each Major Command (MAJCOM) may nominate one installation within its organizational structure to compete for the Installation Excellence Award. Using the functional areas listed in paragraph 1.1.5. as headings, packages should show how the nominee introduced innovative programs that helped create and sustain excellent base operations during the nomination period. For those areas not functional specific, an additional heading titled "Other Activities" may be used and is to be part of the overall score. Specific achievements during this period should explain how the installation:

2.3.1.1. Improved the work environment or physical plant

2.3.1.2. Improved the quality of life

2.3.1.3. Enhanced productivity of the work force

2.3.1.4. Increased customer satisfaction or improved customer service

2.3.1.5. Encouraged bottom-to-top communication and team problem solving

2.3.1.6. Promoted unit cohesiveness and recognized outstanding individual efforts

2.3.1.7. Initiated sustainable practices according to Executive Order 13693: *Planning for Federal Sustainability in the Next Decade*

2.3.2. Special Recognition Award. Once the installation finalists are announced, both bases may nominate up to 30 individuals, organizations, teams, units, offices, projects, programs, and major installation events for the Special Recognition Award. MAJCOMs should review all submissions to ensure only those deserving consideration are submitted to the AF/A4C

Awards Program Manager for IESB review. Specific achievements during this period should explain how the nominee(s):

2.3.1.1. Significantly enhanced the installation's working conditions, quality of life, or customer service.

2.3.1.2. Achieved improvement, greater efficiency, or higher standards through focusing on innovation as opposed to excelling at normal duties.

2.3.1.3. Warrant recognition by the SECDEF.

2.4. Suspense. Entries for the Installation Excellence competition are to be submitted to the AF/A4C Awards Program Manager the last Friday in October. Special Recognition packages from the two finalist installations are to arrive one week prior to the first day of IESB travel. All nomination packages are to be submitted electronically in bullet format on the current version of the AF Form 1206. Installation Excellence nominations should not exceed two pages for the nomination (front and back of one AF Form 1206) and one page for acronyms for a total of three pages. Special Recognition nominations should not exceed one page for the nomination and one page for acronyms.

Table 2.1. Award Milestone Dates

Milestone	Approximate Date
Call for IEA nominations released	15-Sep
Nominations due to AF/A4C Awards Program Manager	15-Oct
Finalist/IESB memorandum released	15-Nov
Special Recognition due	7-Jan
Projected site visit	15-Jan
IEA/Special Recognition winners due to OSD	30-Jan
IEA winner memorandum released	15-Feb
CINC winner announcement released from OSD	15-Mar

2.5. Phase I. The FEWG reviews and scores the Installation Excellence nomination packages from a functional perspective and develops recommendations for the IERC.

2.5.1. The FEWG members score each nomination package from a functional perspective as described in paragraph 1.1.5. There may be cases where an installation will not have every functional area; therefore, the AF/A4C Awards Program Manager and FEWG Chair should ensure a competitive score is awarded based on a total average score for that function. After the FEWG members have scored their functional areas and submitted an electronic copy of their score sheet, the FEWG should meet as a working group under the direction of the FEWG Chair to consolidate evaluations and build a decision brief recommending the two finalists to the IERC.

2.5.2. AF/A4C Awards Program Manager serves as the facilitator during the scoring process and acts as the liaison between the FEWG and the IERC.

2.5.3. The IERC is to review the FEWG's decision brief, consider the FEWG functional evaluations and overall recommendations, and select the two finalists. The IERC should also recommend three wing commanders and one NAF or wing command chief to serve on the IESB that are not part of either finalist installations' MAJCOM.

2.5.4. Once the installation finalists have been announced, the parent MAJCOM is to collect and screen Special Recognition packages. Nominations meeting the criteria outlined in paragraph 2.3.2 and determined worthy of SECDEF recognition should be forwarded to the AF/A4C Awards Program Manager one week prior to the first day of IESB travel.

2.6. Phase II. The IESB conducts a two-day visit with each installation finalist to determine the Installation Excellence and Special Recognition Award winner(s). During the visit, the IESB is to validate and approve a maximum of 30 Special Recognition nominations from each finalist installation. After the Installation Excellence Award winner is chosen, only the IESB-approved Special Recognition nominations from the winning installation are to be forwarded for final SECAF, CSAF, and/or respective designees for approval and signature.

2.6.1. The IESB conducts first-hand observations of the programs that create and sustain installation excellence. The IESB team members evaluate the designated areas listed in Table 2.2.

Table 2.2. Designated Evaluation Areas for IESB Visit

Airman & Family Readiness Center	Energy	Logistics	Public Affairs
Civil Engineering	Environmental	Maintenance	Quality of Life*
Communication & Information	Fire Protection	Major Tenants	Safety
Contracting	Force Development	Manpower/Personnel	Security Forces
Education	Force Resiliency*	Mission Support*	Services
	Health Services	Operations & Readiness	Unit Morale*
	Housing		

2.6.1.1. The areas in Table 2 denoted with an asterisk are designated areas that may be evaluated by the IESB NAF or wing command chief from an enlisted perspective. Finalist installations are encouraged to showcase their enlisted force's dedication to these areas in a capacity that demonstrates innovative and outstanding programs for enlisted members.

2.6.2. AF/A4C Awards Program Manager forwards the IESB's recommendation for the Installation Excellence and Special Recognition award winners to the CSAF and the SECAF for approval.

2.6.3. After the CSAF and the SECAF approve the recommendations, the AF/A4C Awards Program Manager forwards the package to ODUSD (I&E).

2.6.4. Once authority is granted to release the names of Service winners, HAF/A4 should contact the MAJCOM/CV of both finalists and provide results.

2.6.5. AF/A4C Awards Program Manager is to prepare a funds distribution letter and transfer the monetary incentive to the winner and runner-up.

2.7. Description of Awards.

2.7.1. Installation Excellence. The Secretary of Defense (or their respective designees) may honor each Service's winning installation during a presentation ceremony at the Pentagon in Washington, DC. The event is typically held in May during Armed Forces Month. The following items are presented to the winning installation commander: an Installation Excellence Trophy, an Installation Excellence Flag, and a congratulatory letter signed by the President of the United States.

2.7.2. HQ USAF may provide a monetary incentive award to the winner and runner-up installations' Operation and Maintenance Account for future "quality-of-life" improvements. The monetary amount is subject to change based on evolving fiscal guidance.

2.7.3. Special Recognition. Award winners in the individual, organization, team, unit, office, project, program, and major installation event categories are to receive a certificate signed by the Secretary of Defense. Individual military winners receive the Air Force Recognition Ribbon. Individual civilian winners receive the Air Force Recognition lapel pin in accordance with AFI 36-2803, *The Air Force Awards and Decoration Program*, AFI 36-2805, *Special Trophies and Awards*, and AF Pamphlet 36-2861, *Civilian Recognition Guide*.

ROBERT E. CORSI JR., SES
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Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-28, *Awards and Decorations Programs*, 9 May 14
AFI 36-2803, *The Air Force Awards and Decoration Program*, 18 Dec 13
AFI 36-2805, *Special Trophies and Awards*, 14 Mar 13
AFI 36-1004, *The Air Force Civilian Recognition Program*, 13 Jan 12
AFMAN 33-363, *Management of Records*, 1 Mar 08 Executive Order 13423—Strengthening Federal Environmental, Energy, and Transportation Management
DoDI 1005.16, *Commander in Chief's Annual Award for Installation Excellence*, 11 Sep 14

Abbreviations and Acronyms

AF—Air Force
ANG—Air National Guard
AFR—Air Force Reserve
AFRIMS—Air Force Records Information Management System
CSAF—Chief of Staff of the Air Force
DCS—Deputy Chief of Staff
DRU—Direct Reporting Unit
ODUSD (I&E)—Office of the Deputy Under Secretary of Defense for Installations and Environment
FEWG—Functional Expert Working Group
FOA—Field Operating Agency
HAF—Headquarters Air Force
IERC—Installation Excellence Review Committee
IESB—Installation Excellence Selection Board
MAJCOM—Major Command
NAF—Numbered Air Force
RDS—Records Disposition Schedule
SECAF—Secretary of the Air Force

Attachment 2**COMPILING THE NOMINATION PACKAGE FOR INSTALLATION EXCELLENCE CATEGORY****A2.1. DoDI 1005. 16, *Commander in Chief's Annual Award for Installation Excellence*, 11 Sep 14**

A2.1.1. Finalist nomination packages must include materials defined in DoDI 1005.16, Enclosure 3, Sections 4 and 5. **(T-0)** The AF/A4C Awards Program Manager is responsible for drafting and obtaining a signed nomination memorandum from the SECAF.

A2.1.2. Finalist installations will submit nomination package requirements to the AF/A4C Awards Program Manager NLT the second day of the respective installation's evaluation period in order to meet ODUSD (I&E)'s deadline. **(T-1)**